

SESSION 3 – Connecting Capitals

December 7, 2017 - Artesia, New Mexico

In Sessions 1 and 2, the SET Regional Planning Team selected and has been working with five industry clusters within the region. During Session 3, the Team performed exercises to identify Team and Regional Assets in addition to developing SMART Goals. For Team Assets, participants noted their talents, work experience, skills and abilities that can be drawn upon as the Team further develops its goals and strategies. For regional assets, Team members recommended names of individuals and businesses within the seven community capitals (Financial, Political, Social, Human, Cultural, Natural and Built) that may be key to implementing goals and strategies.

Team members continued by identifying challenges and barriers within the five industry clusters, to be followed by the initial development of a SMART Goal for each cluster – Specific, Measurable, Attainable, Relevant, Time Framed (SMART).

TEAM ASSETS		
Community Capitals	Team Member Assets	
Financial	<ul style="list-style-type: none"> ➤ Accounting, bond financing experience, oil and gas royalty auditing (Marvin Burr) ➤ Façade grants - MainStreet experience (John Mulcahy) ➤ Federal and state funding resources (Clyde Hudson) 	<ul style="list-style-type: none"> ➤ Financial, grant writing and administration, project development (Sandy Chancey) ➤ NMEDD financing programs (Susie Russell)
Political	<ul style="list-style-type: none"> ➤ Access to people to influence decisions (John Mulcahy) ➤ Close working relationship with region's Mayors, County Commissioners and Legislators (Dora Batista) ➤ Community development and development standards (Jim McGuire) ➤ Connections with NMEDD Cabinet Secretary and Governor (Susie Russell) 	<ul style="list-style-type: none"> ➤ Elected officials and department heads at Curry County (Doria Rey) ➤ Local political connections (Ernie Kos) ➤ Navigating the political approval process for businesses, industry and housing (Jeff Patterson) ➤ Relationship with legislators, assist communities in conducting public hearings (Sandy Chancey) ➤ State Land Office experience (Marvin Burr)
Social	<ul style="list-style-type: none"> ➤ Bringing organizations together to make things happen (John Mulcahy) ➤ Civic and service organization (Kathy Lay) ➤ Collaboration Partner Leadership (Jeff McCool) ➤ Community cohesion and development (Jim McGuire) ➤ Directs community events (Lisa Pellegrino-Spear) 	<ul style="list-style-type: none"> ➤ NMEDD Regional Representative for Chaves, Curry, De Baca, Eddy, Lea, Lincoln, Otero and Roosevelt Counties (Susie Russell) ➤ Organizer and facilitator of public meetings (Sandy Chancey) ➤ Sertoma Club (Bob Stansell) ➤ Strong communication skills and able to facilitate and create relationships (Shannon Carr) ➤ United Way Board Chair (Steve Saucedo)

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	<ul style="list-style-type: none"> ➤ Housing (Marvin Burr) ➤ Housing programs (Mary Ann Burr) 	<ul style="list-style-type: none"> ➤ Writing tutor (Amanda King) ➤ Young professional retention program formation (Amanda King)
Human	<ul style="list-style-type: none"> ➤ Application and management of grants (Doria Rey) ➤ Community development, strengthen community (Jim McGuire) ➤ Economic development team player, helping create school-work programs (Amanda King) ➤ Natural capital, human capital, education, agricultural leadership (Sandra Barraza) 	<ul style="list-style-type: none"> ➤ Planned and carried out job fairs (Shannon Carr) ➤ Trainer, skill-building (Robert Blevins) ➤ Training for NMEDD Programs ➤ Workforce development, training manager, public speaker (Steve Saucedo) ➤ Workforce training and professional development (Jeff McCool)
Cultural	<ul style="list-style-type: none"> ➤ Chair of Economic Vitality on Carlsbad MainStreet Board (Shannon Carr) ➤ Clovis MainStreet (Lisa Pellegrino-Spear) 	<ul style="list-style-type: none"> ➤ Organized UFO and Chile Cheese Festival, historic preservation (Kathy Lay) ➤ Community outreach, participating in festival planning (Jeff Patterson)
Natural	<ul style="list-style-type: none"> ➤ Oil and gas reservoirs, numerous contacts (Kelly Tooker) 	<ul style="list-style-type: none"> ➤ State Land Office experience, oil and gas experience (Marvin Burr)
Built	<ul style="list-style-type: none"> ➤ Assist communities and counties to upgrade infrastructure (Dora Batista) ➤ Community development (Jim McGuire) ➤ Funded infrastructure, community facilities and businesses (Clyde Hudson) ➤ MainStreet buildings, grants for façade improvements (Kathy Lay) ➤ NMEDD funding for land, building and infrastructure (Susie Russell) 	<ul style="list-style-type: none"> ➤ Pipelines for gas, oil and natural gas (Robert Blevins) ➤ Planning and zoning experience (Louis Jaramillo) ➤ Planning, review, use permitting (Jeff Patterson) ➤ Rail and bus manufacturing expertise (Bob Stansell) ➤ Transportation programs (Mary Ann Burr) ➤ Work with communities to improve infrastructure (Sandy Chancey)

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REGION ASSETS					
Community Capitals	Industry Clusters				
	Agribusiness, Food Processing and Technology	Arts, Entertainment, Recreation and Visitor Industries	Defense and Security	Energy	Transportation and Logistics
Financial	<ul style="list-style-type: none"> ➤ LEDA/JTIP grants from NMEDD (Susie Russell) ➤ Shannon Carr, Carlsbad Dept. of Development ➤ USDA Programs, Farm credit agencies ➤ Jay Jenkins, President, Carlsbad National Bank ➤ Terry Blashke, Executive Vice President, Bank of Clovis 	<ul style="list-style-type: none"> ➤ Private/public funding sources for projects ➤ Roswell-Chaves County Economic Development Corporation, downtown façade renovation grant 	<ul style="list-style-type: none"> ➤ George Jones, Chair, Cannon Federal Credit Union ➤ Cannon Federal Credit Union 		<ul style="list-style-type: none"> ➤ Jon Hitchcock, Former CEO, Pioneer Bank ➤ New Mexico Finance Authority
Political	<ul style="list-style-type: none"> ➤ James Walterscheid, Eddy County Commissioner ➤ Kaye Whitefoot, Dairy Producers of New Mexico ➤ John Jackson, Farm & Livestock Bureau ➤ Walter Bradley, Dairy Farmers of America ➤ NM Senator Cliff Pirtle, Dairy Industry ➤ Jason Shirley, Carlsbad City Councilman/Youth Minister 	<ul style="list-style-type: none"> ➤ Juanita Jennings, City of Roswell, Public Relations (event and film), tourism 	<ul style="list-style-type: none"> ➤ Kent Waller, Police Chief, Carlsbad ➤ Lance Pyle, Curry County Manager, lpyle@currycounty.org ➤ Robert Thornton, Curry County Commissioner, rt5curry@gmail.com ➤ Chet Spear, Curry County Commissioner ➤ Kirk Roberts, Police Chief, Artesia ➤ Tim Parker, NMDOT District 2 Engineer, 	<ul style="list-style-type: none"> ➤ BLM ➤ New Mexico Oil & Gas Association ➤ US Congressman Steve Pearce ➤ NM Senator Ron Griggs ➤ NM Representative David Gallegos 	<ul style="list-style-type: none"> ➤ Tim Jennings, former Senator, Air Center Development ➤ Dennis Kintigh, Mayor of Roswell, Air Service, Air Center

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	<ul style="list-style-type: none"> ➤ Bill Rogers, John Deere Dealer, Artesia City Councilor ➤ Bernadette Granger, US Congressman Steve Pearce ➤ Beverly Allen, US Senator Tom Udall ➤ Diane Ventura, US Senator Martin Heinrich ➤ Candy Ezzell, NM Representative ➤ Bob Wooley, NM Representative 		<p>timothy.parker@state.nm.us</p> <ul style="list-style-type: none"> ➤ James Burns, Chairman, Committee, Burns Do IT Center, lobbying group for CAFB ➤ Debby Spriggs, Curry County Treasurer ➤ Richard Lopez, Fire Chief, Carlsbad 		
Social	<ul style="list-style-type: none"> ➤ Amanda King, Roswell Next, Young Professional Social Club, Retention ➤ Bill Rogers, John Deere Dealer 	<ul style="list-style-type: none"> ➤ Karla Hamel, Carlsbad MainStreet ➤ Musical/theatrical groups ➤ Tourism Councils ➤ MainStreet organizations ➤ Hotel Councils ➤ Carolyn Madison, Young Professionals for the Arts Collective (YPAC) 	<ul style="list-style-type: none"> ➤ Jean Master, Cannon AFB, Public Relations, jean.masters@us.af.mil ➤ Raymond Mondragon, retired City Manager of Clovis, EPCOG, Volunteer with Employer Support of the Guard and Reserve (ESGR) 	<ul style="list-style-type: none"> ➤ Ryan Flynn, New Mexico Oil & Gas Association ➤ New Mexico Oil & Gas Association ➤ Permian Basin Petroleum Association (PBPA) ➤ Roswell Next, Young Professionals retention 	<ul style="list-style-type: none"> ➤ Bob Stansell, Sertoma Club, service to mankind
Human	<ul style="list-style-type: none"> ➤ Shannon Wooton, Education, Health, Leadership ➤ Andrea Stapp, Education, Youth, Leadership ➤ Lonnie Leslie, Active Community Member ➤ John Madden, ENMU-R, customized job training ➤ Clovis Community College training programs 	<ul style="list-style-type: none"> ➤ Amanda Nicholson, Roswell Museum & Art Center, Science, Technology, Engineering, Art & Math (STEAM) classes ➤ NMSU, Hotel and tourism management degree/classes ➤ Cooperative Extension Service, local tourism, youth and adult training 	<ul style="list-style-type: none"> ➤ Kirk Roberts, Chief, Artesia Police Department ➤ Rich Jones, CAFB, Manager Reports & Analysis, richard.jones.4@us.af.mil ➤ Federal Law Enforcement Training Center (FLETC), Artesia ➤ John Chavers, International Law 	<ul style="list-style-type: none"> ➤ OXY ➤ Devon Energy ➤ Concho Resource ➤ Chevron ➤ EOG ➤ WPX ➤ Midstream, Sendero Summit, DCP ➤ Halliburton 	<ul style="list-style-type: none"> ➤ Ken Maguire, ENMUR, curriculum, vocational job training ➤ Chad Smith, ENMUR Air Center training ➤ Johnny Johnson, New Mexico Trucking Association ➤ Roswell Air Center pilot training

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	<ul style="list-style-type: none"> ➤ Bill Rogers, John Deere Dealer ➤ County 4-H programs, high school FFA ➤ NMSU Cooperative Extension Service, financial management and educational training ➤ Joe Strickland, Deputy Superintendent, Clovis Municipal Schools 		<ul style="list-style-type: none"> Enforcement Academy, Roswell ➤ Mark Ficher, Mistic Inc., 575-347-7171 	<ul style="list-style-type: none"> ➤ Conoco Phillips ➤ Anadarko ➤ XTO ➤ Marathon Oil 	
Cultural	<ul style="list-style-type: none"> ➤ Karla Hamel, Carlsbad MainStreet Director ➤ Strong history of agricultural multi-generation family farms ➤ Kathy Lay, MainStreet Roswell and Leprino, Chile/Cheese Festival 	<ul style="list-style-type: none"> ➤ Carolyn Madison, Anderson Museum Board ➤ Margaret Hinchee, Library Director, Clovis Library ➤ Patsy Delk, High Plains Historical Society ➤ Rich Williams, Director, New Mexico MainStreet ➤ MainStreet organizations ➤ Museums, historical societies ➤ NM Department of Cultural Affairs 	<ul style="list-style-type: none"> ➤ Tyleen Winterbower II - Caffrey, ENMU Instructor, Elks Club, Clovis 	<ul style="list-style-type: none"> ➤ Carlsbad Oil & Gas Summit ➤ Permian Basin International Oil Show 	<ul style="list-style-type: none"> ➤ Rich Williams, Director, New Mexico MainStreet
Natural	<ul style="list-style-type: none"> ➤ Nathan Curnutt, BLM nbcurnutt@yahoo.com ➤ Plenty of available land ➤ John Garlisch, Horticulture Agent, Bernalillo CES ➤ Robert Flynn, Soils Specialist, NMSU Artesia Agriculture Science Center 	<ul style="list-style-type: none"> ➤ Clay Moyers, Clovis District Office for NM Fish and Game ➤ Natural attractions – Carlsbad Caverns, Bottomless Lakes, Lake Van, Lake Avalon, bitter Lakes Refuge, Brantley Lake, Carlsbad Cascades 	<ul style="list-style-type: none"> ➤ Nathan Curnutt, BLM, nbcurnutt@yahoo.com 	<ul style="list-style-type: none"> ➤ State Land Commissioner ➤ BLM ➤ Environmental Protection Agency (EPA) ➤ Kelly Tooker, New Mexico Junior College 	<ul style="list-style-type: none"> ➤

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	<ul style="list-style-type: none"> ➤ Caren Cowan, NM Cattle Grower's Association, Beef Production ➤ Pecos Valley Conservative District ➤ Cooperative Extension Service, NMSU Education 				
Built	<ul style="list-style-type: none"> ➤ David Robinson, President, Plateau (Broadband Provider) ➤ Clint Bunch, Public Works, City of Clovis ➤ Robert Chavez, Xcel Energy ➤ Cities, Counties, State – improve roads and other infrastructure ➤ Plateau Telecom, broadband and business services ➤ Jon Putman, Constructors, Inc. ➤ Travis Gray, use of drone technology in agriculture ➤ State Land Office ➤ Spring River Apartments, workforce housing 	<ul style="list-style-type: none"> ➤ Economic development corporations ➤ Private Foundations and owners ➤ Funding agencies 	<ul style="list-style-type: none"> ➤ Jean Masters, Public Relations, Cannon Air Force Base ➤ Commander Hammons, CAFB Base Commander 	<ul style="list-style-type: none"> ➤ Titan Transloading ➤ Downstream, Holly Frontier/Navajo ➤ Enterprise Products, Natural Gas pipelines ➤ Elite Well Service ➤ Lucid Energy ➤ Mike McLeod, Xcel Energy 	<ul style="list-style-type: none"> ➤ Aviation facilities ➤ Burlington Northern and Santa Fe Railway (BNSF) ➤ Bryan Reeser, BNSF Rail, physical equipment ➤ Holly Frontier, refinery ➤ Jana Lessard, Constructors, Inc., roads, structures ➤ Kyle Ramage, Iron Horse Terminal ➤ NMDOT State Agency ➤ Bob Stansell, building rail cars, buses, plant set-ups ➤ Rail and trucking freight ➤ Scott Stark, Air Center, buildings, train ➤ TX-NM Railroad

Barriers/Challenges by Industry Cluster

Agribusiness, Food Processing and Technology

- ✓ Workforce
 - lack of qualified truck drivers
 - correct skills/education for jobs available
 - jobs people don't want
 - can't pass a clean drug test
- ✓ Affordable housing
- ✓ Environmental regulations
 - cost of compliance
 - constant turnover in regulatory agencies
 - understaffed state and federal agencies (budgets)
- ✓ Boggled down with traditional agriculture – new technology, slow to embrace
- ✓ Water conservation – need to work on figuring out how to keep moving forward
- ✓ Diversification without negatively impacting existing businesses/resources

Arts, Entertainment, Recreation & Visitor

- ✓ Lack of hospitality training
- ✓ Lack of skilled workforce (hotels, restaurants)
- ✓ Lack of funding
- ✓ Aged infrastructure, inconsistent code requirements
- ✓ Lack of entertainment on evenings and Sundays for families
- ✓ No night life activities for all age groups
- ✓ Lack of strong promotion and marketing
- ✓ Lack of affordable lodging
- ✓ Lack of wayfinding

Defense & Security

- ✓ Minimal local control
- ✓ Lack of skilled workers/labor
- ✓ Lack of industries
- ✓ Lack of infrastructure
- ✓ Inflated housing market, limited
- ✓ Lacking in quality of life

Energy

- ✓ Workforce – in Carlsbad and Artesia, unemployment rate 4.9%, Hobbs is 6%, educated and skilled, also entry level, people can't pass drug tests
- ✓ Roads – inadequate infrastructure for growth, safety issues
- ✓ Housing for both transient and permanent
 - issues with pricing, availability and quality
 - a social issue with transient, "not in my backyard"
 - commercial problem, "not enough rooftops"
 - fill up hotels and impacts tourism
- ✓ Quality of life and leakage to other areas
- ✓ Retention issues with workforce
- ✓ Lack of support parts of energy industry from Santa Fe
- ✓ Brine well/sinkhole in Carlsbad

Transportation & Logistics

- ✓ Extremely high cost to replace/repair infrastructure such as highways
- ✓ Aging and available workforce for drivers, nothing attracting younger generation to trucking
- ✓ Difficulty engaging the larger companies, like BNSF and Airlines (rail, air and trucking)
- ✓ Need public-private sectors working together
- ✓ More financing options beyond state and federal
- ✓ DOT regulations (i.e., minimum age requirement of 21, electronic logging devices, etc.)



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SMART Goals

Agribusiness, Food Processing and Technology

Increase market presence of locally-produced food in southeastern New Mexico by 25% by 2021.

Arts, Entertainment, Recreation & Visitor

Recruit educational training institutions or workforce development offices to develop and implement a short-term training course in “Hospitality & Work Ethics” in a minimum of 2 locations within the 5-county region to begin by Fall 2019. Ideally, 1 training course every quarter, in all 5 counties.

Defense & Security

Identify 6 viable federal, state or otherwise funding sources for housing redevelopment within the Southeast SET Region (NM) by December 2019.

Energy

Increase the number of licensed commercial drivers by 10% in southeastern New Mexico by January 2020.

Transportation & Logistics

Increase freight traffic to “daily” by repairing the Roswell Air Center Rail Spur for a Regional Intermodal Facility (Rail, Air, Trucking) by 2020.